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DD/S&T 087-65

12 JUN 1965

MEMORANDUM FOR:



1. Your memorandum to the Chief, Plans and Programs Staff regarding changes in the DD/S&T activity approval system interested me for a variety of reasons and I have therefore chosen to submit certain comments and observations to you directly.

2. Without addressing myself to the specifics, I think there are two general areas within which our thoughts differ. In the first of these, there is a question of interpretation and in the second--a question of timing.

3. As you would interpret this Directorate's approved budget, you would have readily identifiable programs in specified amounts which predictably eventuate in a contractor's proposal during the course of a fiscal year. This unfortunately does not reflect our experiences, nor does it reflect the dynamics of the situation with which we are faced. At best, a budgetary presentation by this Directorate for external contracting purposes expresses an intent to pursue certain courses of action within a given field, based on knowledge and requirements that exist at the time the budget is prepared. It is viewed as a plan to establish a general direction of emphasis of work and to establish levels of activity in relation to other undertakings in the Directorate. While the budget is reviewed in detail at the time it is submitted, it is and should be subject to change with freedom and without restraint during the course of a fiscal year as new ideas, developments, and requirements arise.

4. As for the second point or area of my concern, you allude to a belief that this Directorate has matured to a point where the senior officers can or should be delegated

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greater approval authority. The issue, however, is not this belief, with which I have no quarrel, but how best to manage the integration of both the requirements upon and the resources available to the Directorate. From his vantage point as both the DD/S&T and Chairman of the Agency's Research and Development Board, Dr. Wheelon is one of the very few individuals who can today see the Agency's entire R & D effort and requirements, and therefore, a great deal of flexibility must be left to him to change plans and divert resources to meet new situations. This opportunity should always be available to the DD/S&T. At some future date possibly through proven cataloging procedures or other means of communication throughout the intelligence community, this may change. However, I do not feel we are equipped with this reaction capability today.

5. I hope that what I've said heretofore does not appear to be abrupt and a complete rejection of your proposal. It will interest you to know that some of the other Office and even staff members feel in some areas your proposals can and should be adopted. The initiative that accompanies your memorandum is commendable and indicates a lively interest in the administrative affairs of the Directorate. I hope you will continue to display the same type of interest.

6. If you would care to have me elaborate on what I've stated here, I would be most happy to discuss this matter further with you.

JOHN F. BLAKE  
Executive Officer  
Directorate of  
Science and Technology

EO/DD/S&T: JFBlake:  (15 Jan 65)

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